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## 1.1 Introduction

The rapid variation in the world business environment represents significant challenges for leaders and their organizations. Managing the business in a highly competitive and adapt to the changing work environment makes competent leaders an important asset for an organization. Qualified leaders are a key factor determining the success of the organization (Farhan, B. Y., 2017). A leader inspires others to act and guides people to do their work professionally. They must be respected enough for others to follow their orders, and they must have the critical thinking skills to carry on the work to a higher standard.

“A leader is an individual or persons who elect, prepare, trains, and effect one or more followers who have the capabilities, and skills and guide the followers to the Organization’s mission and objectives” (Winston, B. E., & Patterson, K. (2006). This paper will discuss, and criticize the organization’s leadership practices of Uber company, suggest a new leadership style strategy plan that includes better communication and more effective use of the organization’s network. In this assignment, a plan will be constructed for an evaluation of the current leadership style in the organization, and a revision of the current leadership policy that will help the company to move forward, how is the chosen leadership style will influence the company’s culture.

In Addition, this study will demonstrate the better departmental communication plan that utilizes 21st century technologies giving a detail summary of the networks that exist within the organization and how they may be better used by the leadership in the future.

## 1.2 Uber organization’s leadership practices and its limitations

In 2015, Uber was one of the most high-profile brand-new companies of its generation. The company played a focal role by connecting passengers to drivers using point to point software application enabled by smartphones technologies. (Moon, Y. (2015).).

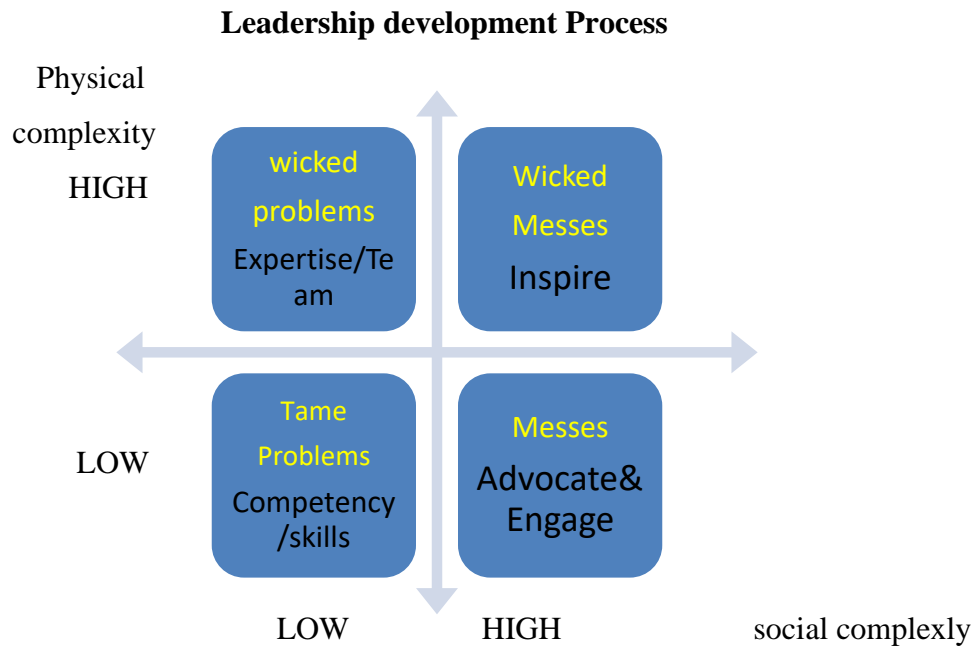
### Uber’s Business model:

Key Partners	Key Activities	Value Proposition	Customer Relationship
<ul style="list-style-type: none"> <li>• Drivers</li> <li>• Local authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Finding drivers</li> <li>• Balancing both the demand and supply of rides</li> </ul>	<ul style="list-style-type: none"> <li>• Less waiting times</li> <li>• Secure rides</li> <li>• Cash free</li> </ul>	<ul style="list-style-type: none"> <li>• Highly automated</li> </ul>
	Key resources		Channels
	<ul style="list-style-type: none"> <li>• Uber application</li> <li>• Routing</li> <li>• Price</li> </ul>		<ul style="list-style-type: none"> <li>• Online</li> <li>• Uber Mobile App</li> </ul>

the connection among Uber and its clients are exceptionally mechanized as correspondence happens on the web. The organization has added incentive by overcoming any barrier among clients and drivers. Clients presently don't need to sit around idly calling for charges they can undoubtedly do this online. (Oakley, D. 2016). “Uber's business model relies on a scope of drivers all of the globe. These employees or drivers have become part of the over-all economy. In essence, they aren't really employees. They are part-time contractors.” (Forbes 2017). employees at Uber cannot state their problems to the top management.

Uber faced several problems Which include lawsuits for still working in countries where it has been prohibited, Trump campaign recommended deleting the Uber's app, sexual harassments of a female employee, the resignation of employees, Also, looted technology from Google and the Chief Executive Officer Travis Kalanick being caught on camera arguing with an employee overpayment. the VP expressed that the manner in which the organization handles things is against his authority esteems. This calls attention to that the manner in which the top management runs the organization is unethical. An excellent leader is the one who can inspire his followers to do the right things. Companies are expected to create value for different stakeholders. Companies can do this only with the appropriate leader in place. rousing a common vision demonstrates the leader capacity to persuade others by defining elevated expectation and objectives and assist them with accomplishing these objectives and dreams. (Al-Sharafi, H., & Rajiani, I. (2013). It's clearly the business model excludes the significant elements of the business such as the mission vision and strategies which are key to any business growth and also neglected the key factor competitors and how competition can be limited.

There are many types of issues the leader face in the organization, how can then we develop practices to address these problems. First as (illustrated in figure 1) **Tame problems** These problems are low in physical and social complexity; these problems can be solved through knowledge in science and then for a leader who want to solve such problems need to be competent. **wicked problems** which is more physically complex. a leader needs to build teams with the right expertise, any leader must have empathy they must be able to bring people together and lead with a heart. Now moving on to the third practice that's what we called **Messes** any change on the organization people fight against it which requires a leader to take on their roles to engage and to advocate what is good for the organization. **wicked messes** these are problems that cannot be solved it can only be managed for leaders to solve such wicked messes A leader must be able to inspire.



*Figure 1 leadership development process*

If Uber focused on any of these leadership development process, Uber's outcome – would be very different. And if any other organization focuses on these practicing with its leadership team, success will follow. Leadership is all about people – building, and sustaining long-term relationships to create collaborative impact. If Uber can transform to a culture that uses that principle, they have a chance to prosper.

### 1.3 An evaluation of the current leadership style and a revision of the current leadership policy that will help the company to move forward

Resins Likert believed that there were four styles of leadership, (Gonos, J., & Gallo, P. (2013) developed on the basis of a three-decade research on management styles. They are defined as follows:

**System 1** (exploitative - authoritative style of leadership): the leader is extremely authoritative and does not rely on his subordinates. Decisions are made exclusively at the highest point of the organization. Communication appears to be top-down orders. Managers requires harsh discipline and are not interested in subordinates' opinions. Motivation is through fear and punishment, while rewards are infrequently given.

**System 2** (benevolent-authoritative style of leadership): the authoritative element still in control, despite of the fact that some decision-making is delegated. It permits descending communication, because the leader is interested in some ideas and suggestions of subordinates.

**System 3** (consultative style of leadership): the leader relies and trusts the subordinates to a great and large extent, but not completely. Attempts to utilize their thoughts and ideas. The top management has control over general policies and decisions, while specific decisions are appointed to bring down hierarchical levels. Information flow both top to bottom, as well as from down to up. Prizes and sometimes punishments are used to motivate subordinates. **System 4** (participative - group style of leadership): the leader fully or almost completely trusts the subordinates. This is reflected in a huger level participation in the decision-making processes. Lower authoritative levels are given a broader self-governance. The two- way correspondence is advanced and is used for the joint preparation of important decisions.



*figure 2 leadership styles*

Uber's culture did not contribute in achieving its strategic future goals, Uber adopted a pure autocratic leadership style that resulted in a poor corporate culture. Also, the company had confessed to having a forceful culture as a method of guaranteeing that people get their jobs done. This indicates that the company does not have the right values and also has a human resource problem as it is the responsibility of the human resources department to ensure that employees work in a safer environment where they support each other and not try to work against each other. To bridge the gap between Uber's present situation and its potential growth, change in culture must take place. The company should first aim at changing its culture by making sure that its policies protect its employees, moving from autocratic leadership style to transformational style also, an informal way of communication can be helpful for employees to voice out their problems. On the other hand, change must be driven by the top management to adopt a new leadership style.

The company should try to concentrate more on executing different various leadership styles such as transformational that will enhance followers' levels of motivation, engage in two-way communication, ensure that employers and subordinates work better together. Also, assure better relations with investors. According to (Mary, N. L. 2005). "There is a strong relationship, between a perceived transformational leadership style of the leader and positive leader outcomes. It displays the correlations between the leadership style factors and outcomes. Indeed, transformational characteristics correlate strongly with leadership success. Using contingent reward, as well, is strongly related to positive outcomes. Managing by intervening with negative reinforcement patterns, actively or passively, is not correlated with positive outcomes."

To help improve Uber's leadership styles and practices and their corporate culture, Uber needs to engage and embrace unity among top management and subordinates. This will help to ensure that both the top management and employees work in harmony as a team rather than a group to achieve organisational goals. Leaders need to set specific and clear vision and goals that's why the company needs to move from its authoritative leadership style to consultative.



#### **1.4. How the chosen leadership style will influence the company's culture**

Organizational culture is A pattern of communicated values and behaviors, perspectives that the group learned, to solve its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new employers as the correct way to comprehend. (Baker, K. A. 2002). Cultures provide not only a shared view of the question” what” but also the reason “why”. Culture is about the narrative in which people in the organization are installed, and the values and qualities that support the story.

The culture of an organization can also affects the development of the leadership. The example of transactional leaders works within their organizational cultures following e policies, and procedures. On the other hand, transformational leaders change their culture by understanding it and then remodel the organization's culture with a new vision and a revision of its shared assumptions, values, and norms. (**Bass, B. M., & Avolio, B. J. 1993**). Transformational leaders have been characterized by four separate components **idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration**. Transformational leaders coordinate innovative knowledge, persistence and energy, affectability to the requirements of others for their organizations. In contrast, transactional leaders are described by unexpected reward and management-by exception styles of leadership. Essentially, transactional leaders create trade or agreements with their followers, bringing up what the followers will gain if they do something right in contrast if they did wrong. They work within the existing culture, outlining their decisions and action depending on the standards, and procedures characterizing their particular organizations.

### Transformational Leadership Style

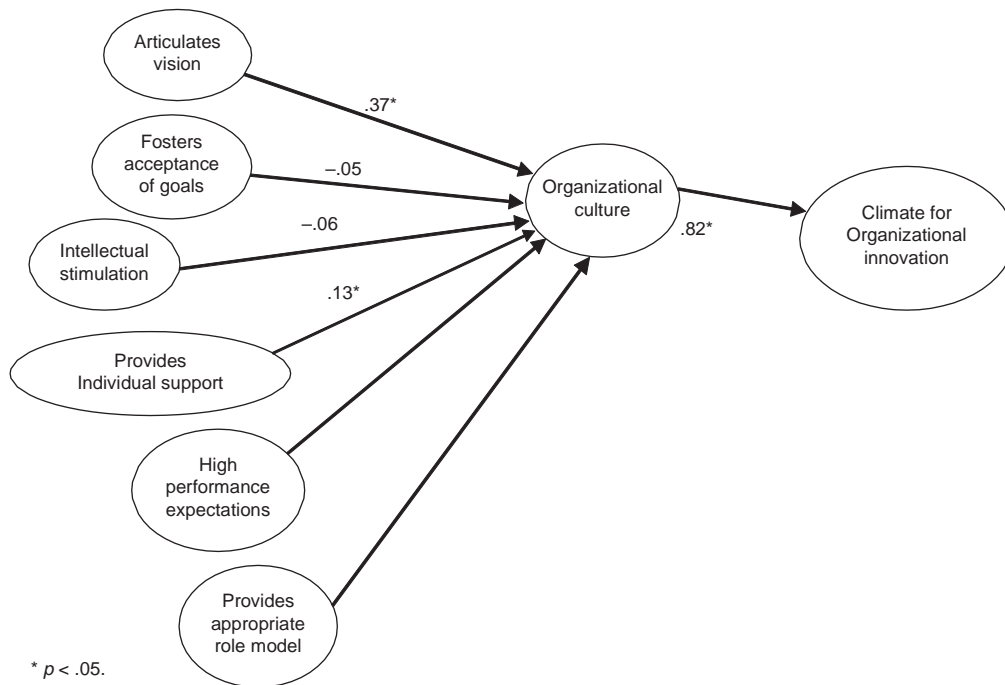
Charisma	Leader has high moral and ethical standards and a vision for the organization
Idealized Influence	Leaders are strong ethical role models; followers want to emulate
Inspirational Motivation	Leaders motivate subordinates to have large expectations and commitment to the organization
Intellectual Stimulation	Leaders challenge followers to be creative, innovative and to challenge the norm
Individualized Consideration	Leaders provide a supportive climate to assist followers to be fully actualized

In term of satisfying organizational culture, we are likely to imagine transformational leaders who build on assumptions such as people are considered truthful and purposeful everyone has a unique contribution to deliver and complicated problems are handled at the lowest level possible. Leaders who build such cultures and indicate them to followers typically display a sense of vision and goal. They align others around the vision and reinforce others to take greater responsibility for achieving the vision. Such leaders delegate and teach followers. They adopt a culture of creative change and growth rather than static and rigid one. They undertake personal responsibility for the development of their followers. Their followers operate under the hypotheses that all organizational members should be evolve to their full capacity.

According to (Sarros, J. C., Cooper, B. K., & Santora, J. C. 2008) statistical study of the Relationships Among Transformational Leadership, Organizational Culture, and Climate for Organizational Innovation stated “transformational leadership factor of Intellectual Stimulation did not have the strongest relationship with climate for organizational innovation., the strongest relationship was found for the leadership factor of Articulates

Vision. As anticipated, the leadership factor most strongly related to a competitive, performance-oriented organizational culture was “Articulates Vision”

They also discover that the transformational leadership factor Setting High Performance Expectations was positively correlated to organizational culture, the conclusions of this study are consistent with research that indicates that vision is a major factor of transformational leadership and is strongly associated with organizational culture.



*figure 3 the Relationships Among Transformational Leadership, Organizational Culture, and Climate for Organizational Innovation stated*

### 1.5 A better departmental communication plan that utilizes 21st century technologies.

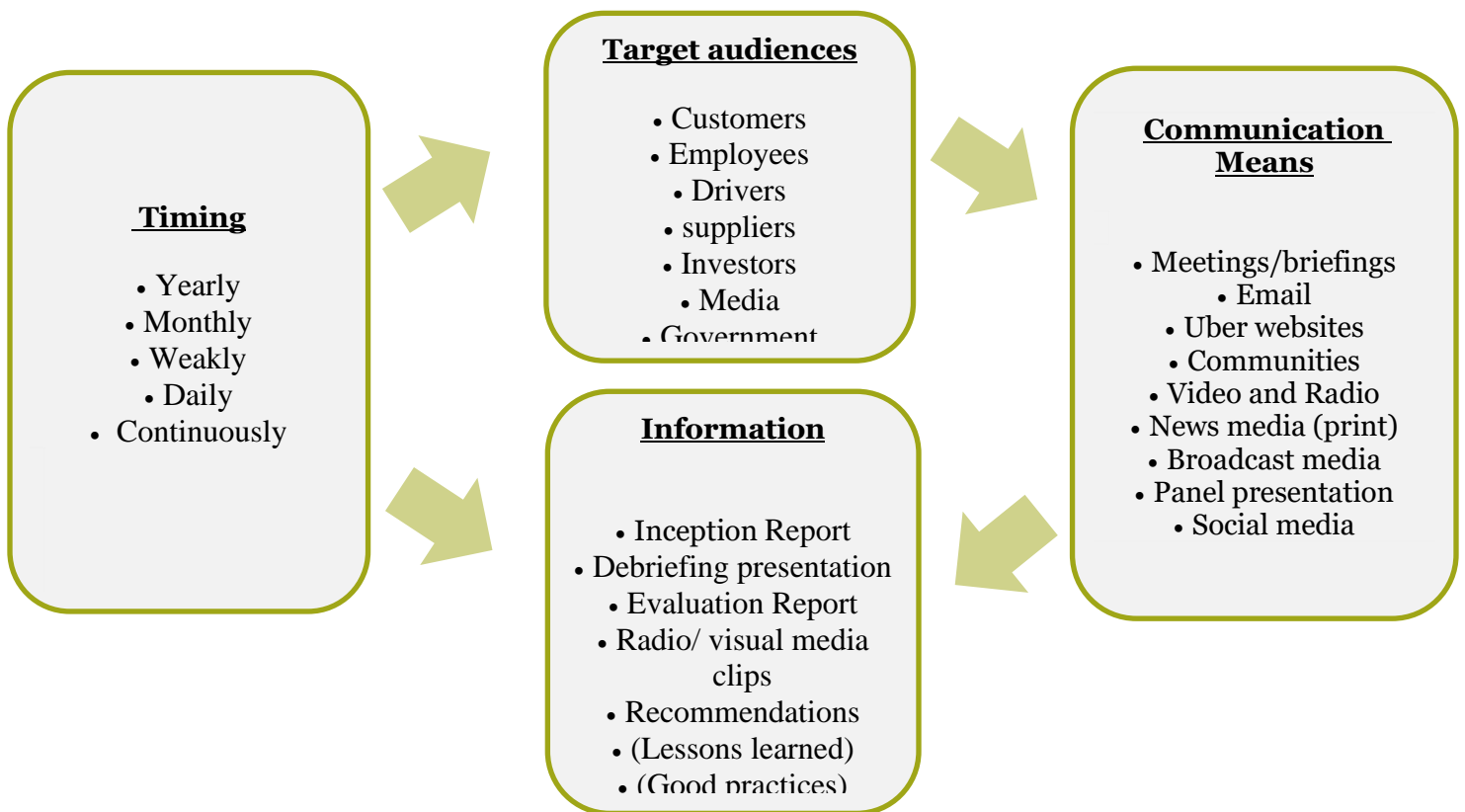


figure 4 The key components of a communication plan

<b>When</b> <i>week month/year</i>	<b>What</b> <i>Communication information</i>	<b>To whom-</b> <i>Target Primary/ Secondary Stakeholders</i>	<b>What level</b> <i>Company level of communication (e.g., strategic, operational, field etc.)</i>	<b>From whom</b> <i>Lead commissioning office staff with name/position (e.g., Country Office marketing manager, Manager)</i>	<b>How</b> <i>Communication means (e.g., meeting, Emails, etc.)</i>	<b>Why</b> <i>Purpose of communication</i>
Continuously	Advertisement Offers Application feedback	Customers	Strategic, Marketing, Operational	-Head Marketing, Operational Managers	Messages, video & radio, Social media, Broadcast media	To gain customers satisfaction, retention. Customer's awareness
Daily	Operational Work process, reports, lesson learned, best practices	Key stakeholders Employees	Operational, Technical	Evaluation manager, Operational manager, HR manager	Email; plus, meetings, Presentation	To seek for review and Work progress
Continuously	Instructions, Offers, Feedback issues	Key stakeholders Drivers	Operational, HR	Operation Manager, Human Resources Manager	Messages, media, Presentation	To obtain drivers retention, driver awareness, solve issues, to make the drivers customers oriented
Monthly	How much customers, Market share, Profit/Loss	Key stakeholder Investors	Financial & Marketing	CFO	Email, Phone, Meetings	Company growth, building receptive capital markets for future financing, Building trust
Quarterly	Company mission & Vision	Key stakeholders Media	Public Relation, Marketing	PR Manager	Email, Meetings, interviews	helping to shape public opinion
Weakly	Orders, Inquires, Scheduling, BOQ	Key stakeholders Suppliers	Supply chain management	Procurement, Purchasing manager	Email, Meetings	Improve risk management, supporting long term goals, Building trust
Continuously	Company mission, rules policies, unions, multinational agreements	Key stakeholders Government	Public Relation management, risk management	PR Manager	Email, Meetings	Gain public trust, business sustainability, legitimacy & security

The overall goal is to strengthen the stakeholder's relationship and Build a sustainable trust in the company's brand, increasing the customers trust in the qualification of the drivers, shaping

better opinions vi better media relationship coverage, improvement of driver’s attitudes and retention, become a thought leader by defining regulation for ridesharing among governments bodies, and undoubtedly to create sustainable customers satisfaction.

**1.6 A detail summary of the networks that exist within the organization and how they may be better utilized by the leadership in the future.**

communication network describes how information flows in the organization. Information within an organization flows through a known system, instead of being a free flow. Communication networks are patterns of individual-to-individual relationships through which information flows in an organization. This indicate that the flow of information is managed, and structured. Communication networks may be formal or informal. The first one network is one created by management and characterized with the help of an organizational chart. An organizational chart assigns the hierarchy and the reporting system in the organization. hence, in a formal network, information is communicated only through official channels such as memos, internet organization Email. Informal information does not flow in a particular path and the information is also not passed on through official channels. the information need not be circulated within the organization but could be transferred on outside the work environment. The organizational chart describes that information can flow in any of three directions –vertically, upward or downward, and horizontally.

Traditional organizational structure describes that’s each employees’ positions are identified including their function and who the report to within the organization in hierarchy, the types of relationships that exist between the director, managers, and employees. it outlines how the activates including tasks allocation, supervision and coordination are directed toward the aim and goals of the organization.



figure 5, Traditional Organization Structure Pyramid

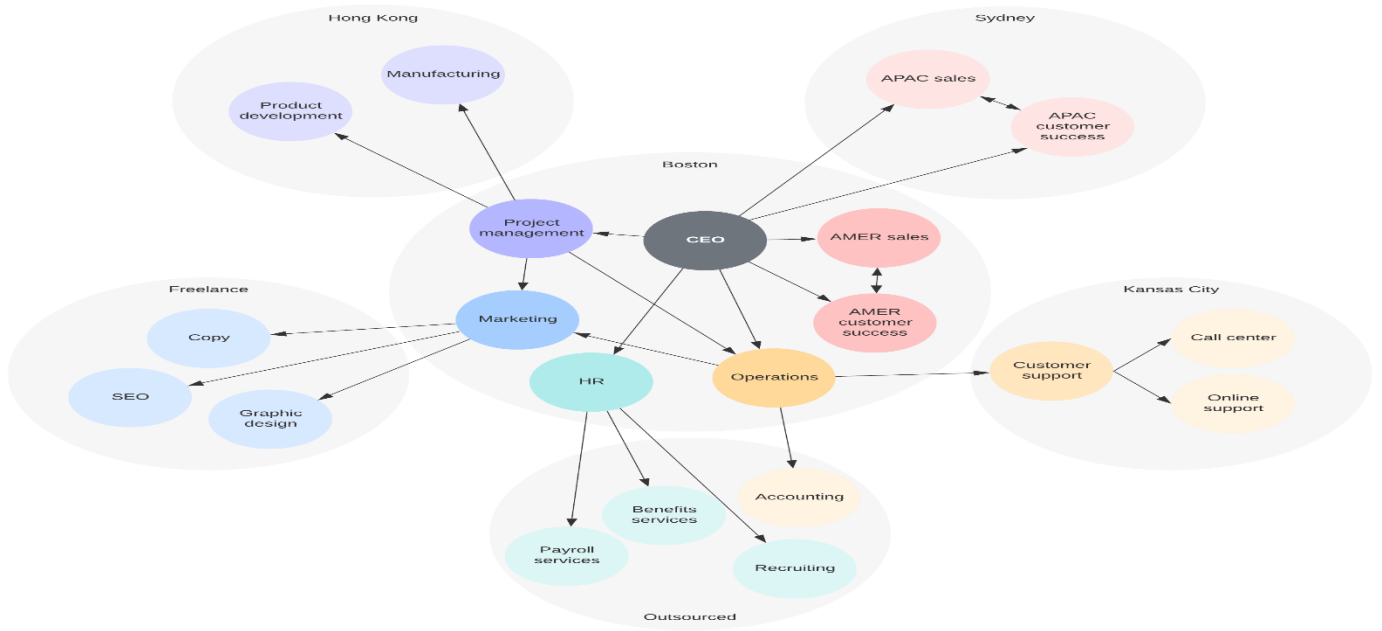


figure 6, Network Organization Structure

Organizations around the world shows us there is an alternative way of organizing better, and agile networking organization “Network of Teams”. Organizations start embracing a new method of organizing., traditional hierarchies are substituted with structures that enable self-organizing teams to organize and collaborate through internal networks. They have evolved themselves from static rigid slow-moving pyramids structures to a flexible and agile fast moving. A network of teams works in several ways **Small multidisciplinary teams and divisions** Teams and divisions are built up around maximum sizes. Teams are often not allowed to exceed more than 15 people, where their optimum size approximate between 10 and 15 for the majority of organizations. Once teams reach their maximum size, they split and divide into two different teams which operate independently from one another. Tasks and responsibilities are equally divided depending on the talents and interests, not on the job

description or position. **Connected teams within a decentralized structure** Teams are given lots of operational autonomy within a decentralized structure. The highly autonomous teams, have complete self-discipline over most aspects of their business and often even over their own profit and loss. They make their own decisions about things as production, marketing and sales. whatever they do, it should always be in coherence within the goal and values of the "network" or the organization in which they operate. **A team's purpose that fits the organizational purpose** the network of teams is all designed around a clear goal and a set of core values of the organization. Fighting as a whole for a higher purpose is what tie all teams together. A clear well defined common purpose keeps the network connected and provides guidance and direction for individuals and teams. Although, each team has its own clear concentration on one particular thing that separate them from other teams. This thing can be anything like a certain client, market niche, product, services, technology, area, or country. When an individual within the organization spots a new opportunity, this person is encouraged to create a new team around him. Once they have managed to construct a new team, the team has the autonomy to explore and exploit this opportunity. **Teams come and go** When a team is responsible for its own business, and business is not going well, teams can be dissolved. people either find a new team to join, or get others to join their new team, or leave the company. This sounds difficult and it maybe even is. But it helps to keep the organization as a whole healthier and it doesn't drain the profits of other teams just to keep the loss-making team alive.

Leadership development programs are essential to introduce the network perspective, which leaders at all levels are required to understand, and to be effective in guiding groups of employees and managing their own careers. The highest - performing managers and leaders don't approach network building by developing a lot of shallow ties, alternately, they build strong relationships with people who can broaden their perspectives and increase their access to information and other people and groups. (Cross, R. L., Singer, J., Colella, S., Thomas, R. J., & Silverstone, Y. 2010). Leaders uses the network and personal vision to exert leadership influence rather than using a traditional hierarchy, the leader has to engage at every level inside and outside the organization rather than engaging only with his direct stakeholders. The goal of engaging is to build enduring network relationship instated of building professional connections. Leadership focus has to shift from credentials and titles to trust through transparency. Communication needs to be authentic based on knowledge sharing rather than trying to control



the flow of information in order to maintain power. The leader in the new economy structures the organization to fit the cultivation of network effects instead of structuring the organization based on leadership style or work. Leaders are constraining on facilitating the network driven the work to a higher standard, leaders ensure that the learning from the entire network are collected.

## **1.7 Conclusion**

In this assignment it has been shown Uber organization's leadership practices and its limitations and, suggested leadership development process, also an evaluation of the current leadership style and a revision of the current leadership policy that will help the company to move forward considering the transformational leadership as a chosen style that influence the organization culture. We also construct a modern departmental communication plan that contains analysis of the internal and the external stakeholder of the organization. In addition, we have discussed the networks that exist within the organization and how they may be better utilized by the leadership in the future demonstrating the shifting from the old Traditional Organization Structure Pyramid to a more networked leadership.

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